1975 Article Index

Systems Management Principles

Awareness impr[oves] communication
To improve your c[ompany's communications it helps to understand the people in your organizati[on] and their different values. (March)
Dr. M. Scott Myers

Creativity solves [m]anagement problems
Creativity can be [l]earned, and once it is learned, the individual can make a better effort towar[d] helping management solve its problems. (June)
Dr. Morris O. Edwards

Emerging minor[ity] worker, The
In changing times, [t]his article updates readers on the state of minority workers, including the ma[jo]rity/minority . . . . women. (Sept.)
Hank E. Koehn

First learn the la[n]guage (Nov.)
Francis L. Hawkins

Forgotten manag[e]ment system (March)
Richard A. Kaumeyer, Jr.

I'm third (July)
R. A. Burkholder

Instant analyst, T[he]
If the instant analy[st] is familiar with the seven basic laws of instant analysis he can survive almos[t] any challenge to his lack of skill or knowledge. (Feb.)
Merle P. Martin

Planning for prof[it]
An effective mana[ger] makes a profit. To do this he must be a good leader, know his company [and] have a system for profit planning and control. (Jan.)
Craig P. Heard

Systems analysts [i]n Israel (Oct.)
Dr. Dan Jacobson, Michael Enoch and Nissim Aranya

Systems decision [m]aking
Knowing what's im[por]tant is the key to systems decision-making and separates the good ma[na]ger from the average performer. (Aug.)
J. Thomas Evans, Jr.

Systems master [p]lanning for government
Author describes t[he] dynamic planning process many government organizations have recogni[ze]d, to the fulfillment of citizen service programs. (Aug.)
Corydon D. Hurtado

Systems solve co[m]munity problems
Local governments [a]re having their problems, but they are finally realizing that the systems approa[ch] may be the way to solve these problems. (July)
Dr. Alexis N. Sommers

Tiger in the mana[ge]ment jungle, The
The executive and [t]he analyst can communicate. But, it will have to be the analyst who makes [s]ure that his ideas are getting across. (May)
Jack L. Balderston

Managing the Systems Effort

Analyzing job req[ui]rements (April)
Dr. William J. Kretlow

Auditing control and system design
To build proper controls into any system, there must be an understanding early between the auditor and the systems designer. (April)
Foster Brown

Blending the formal with the informal system
Every organization has two systems; the formal and the informal. Where they overlap can be either a cause for concern or a potential benefit. (June)
Ronald F. McKenna

Frequent reviews improve employee relations (Aug.)
William S. Ringler

Internal auditing aids systems (Dec.)
Louis M. Bubala

Integrated manual systems
Manual systems have been neglected for the more glamorous automated systems. Article looks at the benefits of an integrated manual system. (Sept.)
Gary A. Studer

Interviewing . . . the foundation of fact finding
Presents a set of four guidelines to successful interviewing techniques. (Oct.)
Thomas L. Yates

Job enrichment boosts performance
It is the systems analyst's job to make sure that when systems are designed, jobs do not become dull. (Jan.)
Lyle Yorks

Making project management effective
Project management is still a problem for many firms. The authors relate their experiences and procedures for managing project costs. (Feb.)
Dr. James R. Gunderman and Frank W. McMurry

Managing the people who manage the computer
Faced with the need for greater productivity, managers are evaluating objective controls for the computer center. (Sept.)
William K. Ransdell

Manpower estimating for systems projects
Estimating manpower needs can be difficult. Here are some guidelines that will help you improve your estimating skills. (Jan.)
B. J. Burton

Origins of systems projects
The sources of systems change and a rationale for project selection. (Oct.)
Theodore C. Willoughby

People power in systems
Continuous communication with each person involved is necessary to assure that any new system has everyone's cooperation. (April)
Frank C. Ardsley

Performance evaluation (Feb.)
Saul Stimler

Project management: controlling uncertainty (May)
George K. Staropoli

Renewed interest in manual systems (Jan.)
William K. Ransdell

Role of operations analysis
An in-house operations analysis assists the systems analyst. (Nov.)
Walter C. Tice

Sharpening interviewing skills
The systems professional spends a lot of time interviewing people. Author tells how to sharpen those skills for greater effectiveness. (Dec.)
Albert F. Collard

System evaluation technique for users
This approach to systems evaluation lets the user assess a system proposal by examining two fundamental questions. (May)
John P. Herzog

Systems survivorship in time of crisis (Dec.)
A. P. Pathe

Team approach to systems analysis
The team approach can help bring about a flexible communication network that is essential for good system design. (April)
Dr. Richard W. Scamell and Eddie W. Baugh

Time—to share or not to share
Thinking of time-sharing? Article tells you where to start and stop. (Oct.)
A. M. Kneitel

Why systems testing? (Sept.)
Leonard Muhs

Selection and Training of Systems Personnel

Awareness improves communication
To improve your company's communications it helps to understand the people in your organization and their different values. (March)
Dr. M. Scott Myers

Do-it-yourself training
A basic skill for any analyst is the ability to gather and analyze information. Here is a way to train your beginners. (May)
Thomas R. Finneran, Esq.

Emerging minority worker, The
In changing times, this article updates readers on the state of minority workers, including the majority/minority . . . .women. (Sept.)
Hank E. Koehn

1975 Article Index

Systems Management Principles

Awareness impr[oves] communication
To improve your c[ompany's communications it helps to understand the people in your organizati[on] and their different values. (March)
Dr. M. Scott Myers

Creativity solves [m]anagement problems
Creativity can be [l]earned, and once it is learned, the individual can make a better effort towar[d] helping management solve its problems. (June)
Dr. Morris O. Edwards

Emerging minor[ity] worker, The
In changing times, [t]his article updates readers on the state of minority workers, including the ma[jo]rity/minority . . . . women. (Sept.)
Hank E. Koehn

First learn the la[n]guage (Nov.)
Francis L. Hawkins

Forgotten manag[e]ment system (March)
Richard A. Kaumeyer, Jr.

I'm third (July)
R. A. Burkholder

Instant analyst, T[he]
If the instant analy[st] is familiar with the seven basic laws of instant analysis he can survive almos[t] any challenge to his lack of skill or knowledge. (Feb.)
Merle P. Martin

Planning for prof[it]
An effective mana[ger] makes a profit. To do this he must be a good leader, know his company [and] have a system for profit planning and control. (Jan.)
Craig P. Heard

Systems analysts [i]n Israel (Oct.)
Dr. Dan Jacobson, Michael Enoch and Nissim Aranya

Systems decision [m]aking
Knowing what's im[por]tant is the key to systems decision-making and separates the good ma[na]ger from the average performer. (Aug.)
J. Thomas Evans, Jr.

Systems master [p]lanning for government
Author describes t[he] dynamic planning process many government organizations have recogni[ze]d, to the fulfillment of citizen service programs. (Aug.)
Corydon D. Hurtado

Systems solve co[m]munity problems
Local governments [a]re having their problems, but they are finally realizing that the systems approa[ch] may be the way to solve these problems. (July)
Dr. Alexis N. Sommers

Tiger in the mana[ge]ment jungle, The
The executive and [t]he analyst can communicate. But, it will have to be the analyst who makes [s]ure that his ideas are getting across. (May)
Jack L. Balderston

Managing the Systems Effort

Analyzing job req[ui]rements (April)
Dr. William J. Kretlow

Auditing control and system design
To build proper controls into any system, there must be an understanding early between the auditor and the systems designer. (April)
Foster Brown

Blending the formal with the informal system
Every organization has two systems; the formal and the informal. Where they overlap can be either a cause for concern or a potential benefit. (June)
Ronald F. McKenna

Frequent reviews improve employee relations (Aug.)
William S. Ringler

Internal auditing aids systems (Dec.)
Louis M. Bubala

Integrated manual systems
Manual systems have been neglected for the more glamorous automated systems. Article looks at the benefits of an integrated manual system. (Sept.)
Gary A. Studer

Interviewing . . . the foundation of fact finding
Presents a set of four guidelines to successful interviewing techniques. (Oct.)
Thomas L. Yates

Job enrichment boosts performance
It is the systems analyst's job to make sure that when systems are designed, jobs do not become dull. (Jan.)
Lyle Yorks

Making project management effective
Project management is still a problem for many firms. The authors relate their experiences and procedures for managing project costs. (Feb.)
Dr. James R. Gunderman and Frank W. McMurry

Managing the people who manage the computer
Faced with the need for greater productivity, managers are evaluating objective controls for the computer center. (Sept.)
William K. Ransdell

Manpower estimating for systems projects
Estimating manpower needs can be difficult. Here are some guidelines that will help you improve your estimating skills. (Jan.)
B. J. Burton

Origins of systems projects
The sources of systems change and a rationale for project selection. (Oct.)
Theodore C. Willoughby

People power in systems
Continuous communication with each person involved is necessary to assure that any new system has everyone's cooperation. (April)
Frank C. Ardsley

Performance evaluation (Feb.)
Saul Stimler

Project management: controlling uncertainty (May)
George K. Staropoli

Renewed interest in manual systems (Jan.)
William K. Ransdell

Role of operations analysis
An in-house operations analysis assists the systems analyst. (Nov.)
Walter C. Tice

Sharpening interviewing skills
The systems professional spends a lot of time interviewing people. Author tells how to sharpen those skills for greater effectiveness. (Dec.)
Albert F. Collard

System evaluation technique for users
This approach to systems evaluation lets the user assess a system proposal by examining two fundamental questions. (May)
John P. Herzog

Systems survivorship in time of crisis (Dec.)
A. P. Pathe

Team approach to systems analysis
The team approach can help bring about a flexible communication network that is essential for good system design. (April)
Dr. Richard W. Scamell and Eddie W. Baugh

Time—to share or not to share
Thinking of time-sharing? Article tells you where to start and stop. (Oct.)
A. M. Kneitel

Why systems testing? (Sept.)
Leonard Muhs

Selection and Training of Systems Personnel

Awareness improves communication
To improve your company's communications it helps to understand the people in your organization and their different values. (March)
Dr. M. Scott Myers

Do-it-yourself training
A basic skill for any analyst is the ability to gather and analyze information. Here is a way to train your beginners. (May)
Thomas R. Finneran, Esq.

Emerging minority worker, The
In changing times, this article updates readers on the state of minority workers, including the majority/minority . . . .women. (Sept.)
Hank E. Koehn

Frequent reviews improve employee relations (Aug.)
William S. Ringler

How important are people?
Very important say the authors. Forget people, and the most sophisticated equipment will not produce the results that you expect. (July)
Leslie Matthies and Ellen Matthies

Job enrichment boosts performance
It is the systems analyst's job to make sure that when systems are designed, jobs do not become dull. (Jan.)
Lyle Yorks

Training the systems information specialist and the information user. (Aug.)
Ralph D. Krubeck

Information Collection, Storage, Retrieval, Forms & Records Management

Communications tally aids office layout
This procedure objectively measures actual communications priorities between groups if you are planning a major facility move. (Feb.)
Curtis Rice and Ronald J. Whittaker

CRT system definition
The cathode ray tube is a unique systems tool to some people. Therefore, the methods used to define these systems have to be unique. (Feb.)
John L. Stoddard

Encouraging use of reference documentation (Oct.)
Vaughn E. James

Managing a correspondence center
Using the page as the control unit, the author provides a guide to measuring productivity and costs of a word processing center. (Sept.)
Lionel L. Bergeron

Orders become task units (Dec.)
Carl Marguerite

Progress in health care systems
The medical record is needed for administrative management, but this area has long been neglected by physicians and researchers. (April)
Dr. James V. Hansen

Special report: what the Privacy Act means to business
Business must participate in local and federal privacy discussions and clearly define its position, or it will constantly be on the defensive. (June)
Hank E. Koehn

Standards program pays benefits
Why is the standards program given second class priority? Author shows advantages of implementing a standards program now. (Oct.)
K. Ray Smith

Steps to effective inventory
The authors offer their procedures for an effective inventory system when complex mathematical models are not practical. (March)
Dr. W. W. Claycombe and Dr. William G. Sullivan

Teleprocessing system perspectives
Too much attention can be paid to the technology of teleprocessing systems and not enough to some of the elements of the planning stages. (March)
Jerome Kanter and Richard S. Wells

Word processing survey, The
Here are some steps to take in order to obtain good results from a survey of your company's word processing requirements. (March)
Lionel L. Bergeron

Automatic Data Processing Including Hardware, Software, Applications

Batch scheduling techniques
It is not necessary for data processing scheduling problems to become something that the information user "just has to live with." (Feb.)
W. Robert Walker

Computer in the dugout: fair or foul?, A
The authors suggest that a baseball manager can gather vital statistics by hooking into a time-sharing system from the dugout. (July)
Frank H. Bennett and Dr. Kuang-Chian Chen

Computers for small business
Small businesses can make use of the computer. In this article, the author shows how they can do it economically. (July)
Craig P. Heard

Correcting COBOL (Sept.)
E. Gibbs and Charles R. Litecky

Cost/vendor evaluation system
Making the proper acquisition is a difficult task. The author shows the logical steps to a profitable decision. (Aug.)
George A. Khtaian

Costing of data processing services
Product costing methods can be used to determine DP costs (Nov.)
George A. Khtaian

Current myths about information processing
The systems designer has to cope with some erroneous ideas about information processing. Here are some suggestions. (May)
Arnold M. Kneitel

Is virtual storage for you?
Authors examine virtual storage within the context of a managerial decision making problem with all its variables. (Nov.)
Dr. Floyd Miller and Nancy J. Conrad

Language simplifies workload documentation
A simple ten verb language is the key to describing and documenting systems workloads. (Sept.)
Richard B. Ensign

New rhetoric of programming (Dec.)
James McGuinness

Performance evaluation (Feb.)
Saul Stimler

Putting a price on EDP services
Not everyone can agree on just which method to use to charge back internal EDP services. Here are some considerations. (March)
Della M. Diehr

Small business gets big DP help (June)
John M. Brennan

Small computers for small business
Minicomputers fill a growing need in small businesses but like their big brothers, their use must be carefully planned. (Aug.)
James E. Snyder

Strategy for testing data entry
A file is not truly up-to-date if it contains errors. Here is a strategy for testing the accuracy of any data entry method. (Jan.)
Richard H. Fahnline

What you need to know about DBMS—part I
In the first part of this article, the author discusses DBMS characteristics, technological advances, software and teleprocessing compatibility. (May)
John V. Chow

What you need to know about DBMS—part II
In the final part of this series, the author discusses data organization, network structure, potential benefits, and some problems and solutions. (June)
John V. Chow

Management Sciences

Cost/vendor evaluation system
Making the proper acquisition is a difficult task. The author shows the logical steps to a profitable decision. (Aug.)
George A. Khtaian

Exercise in finite loading, An
In this article the author warns us about a systems application where the results were disastrous and quite costly. (March)
Roger L. Paul

Models are for managers, not mathematicians
The sole purpose of any model is to help managers manage better. This fact must be accepted at the start of any model-building effort. (Jan.)
Edward F. Konczal

Optimum purchase times
Article shows optimum times for acquiring an asset either through a lease plan or outright purchase. Author also includes the advantages of lease with an option to purchase. (Dec.)
Jayant G. Sirdeshpande

Systems design through gaming
The authors present a game-based approach to developing and implementing a system. (Sept.)
K. Roscoe Davis and Bernard W. Taylor

Work measurement with Bayesian backup
Bayesian techniques offer a quick alternative for estimating work in conditions of uncertainty. (Oct.)
Richard C. Gardiner

Management Information Systems

Department of Agriculture terminal network
Now in its pilot stage, this new on-line terminal network will eventually service 14,000 U.S.D.A. offices to provide timely farm production information and management data. (Aug.)
Norris S. Goff

Judicial information system
This case study of a judicial information system illustrates important points in the development of any viable MIS. (Dec.)
Merle P. Martin

MIS concepts—part I
The authors tell why decision models should be part of a company's management information system, and what problems must be solved. (Jan.)
Dr. Ralph H. Sprague, Jr. and Dr. Hugh J. Watson

MIS concepts—part II
The final part of this article tells why the authors feel management decisions can be supported by making decision models part of a MIS (Feb.)
Dr. Ralph H. Sprague, Jr. and Dr. Hugh J. Watson

MIS for radiology department
Systems can free the physicians and paramedical personnel for tasks requiring human judgment and make them more important to health care. (Sept.)
Mark W. Ambrose

continued on next page

1975 Article Index

MIS in small companies
There are many good and many bad aspects of a MIS for a small company. Here is a case history about one company's experience. (April)
Glenn M. West

Organizing the large activity network (June)
Michael H. Koenig

Organizing the MIS department
The authors invent a model company to show one approach to centralizing a company's management information systems operations. (April)
Dr. Jugoslav Milutinovich and Howard A. Kanter

Parallel strategy for MIS
Instead of the bottom-up or top-down approach to MIS, the author suggests developing transaction and management systems in parallel. (March)
Dr. Phillip Ein-Dor

Pro football's MIS (Dec.)
Jack L. Simonetti and Frank L. Simonetti

Support your local data administrator
The author goes beyond separate data bases combining them into a generalized data management system. (Nov.)
D. R. C. Branch

Graphic Presentations and Reports

Accounting standards manual
Here's how one systems man effectively condensed and documented his company's accounting operation. (Nov.)
William N. McNairn

COM: programmers' lib
Here is how an insurance company used COM to free its programming staff from a paper prison without loss of efficiency. (July)
John Chesnut and Wayne L. Landen

Cost reporting by exception
There are various ways to report costs. In this article, the author tells how it is done by the Southern California Gas Company. (May)
W. G. Sebenius

Effective reports crisis, The
Few people seem to want to tackle the problem of how a report should be constructed so it will convey the information it is supposed to convey. (June)
John Caldwell

Encouraging use of reference documentation (Oct.)
Vaughn E. James

Language simplifies workload documentation
A simple ten verb language is the key to describing and documenting systems workloads. (Sept.)
Richard B. Ensign

Psycho-linguistics and business communications
When we communicate we want our message to elicit cooperation or incite action. Our choice of words will help to determine our success. (June)
Charles Kahn

System combines numbers and lines (Oct.)
Marius Gagnadre

Systems Case Histories

Case-tracking/evaluation system for law office
PACE—prosecuting attorney's case-tracking system and evaluation is a management procedure for a law office. (Aug.)
Donald C. Brockett and Malcolm E. McClain

Construction industry systems (Nov.)
Peter F. Martin

Criminal justice information system
State of Pennsylvania designed a MIS for all its inmates in correctional institutions. Article describes advantages and risks. (Nov.)
Dr. Sitansu S. Mittra

Department of Agriculture terminal network
Now in its pilot stage, this new on-line terminal network will eventually service 14,000 U.S.D.A. offices to provide timely farm production information and management data. (Aug.)
Norris S. Goff

Human services system
Author describes a county-wide project to organize and computerize data on all social service and represents a model for similar ventures. (Dec.)
Dr. William M. Lucianovic

Managing in a service economy
Improving clerical productivity is necessary in today's tight economy. This article shows some of the successful approaches that have been used. (July)
A. T. Kearney, Inc.

Plan to obtain involvement, A
This case history tells how the U.S. Air Force Academy used organizational development techniques to obtain goal commitment. (Jan.)
Dr. Robert B. Tebbs, et. al.

Progress in health care systems
The medical record is needed for administrative management, but this area has long been neglected by physicians and researchers. (April)
Dr. James V. Hansen

Rise and fall of FEDNET
The basic issues of computers and data networks in large organizations. (Oct.)
Robert V. Head

★★★★★★★★★★★SYSTEMS

BOOKSHELF SERIES

01 PROFILE OF THE SYSTEMS PROFESSIONAL—The profile includes statistics on the levels at which the systems units operate, the size of the systems units by company, number of systems employees by type of company, and other organizational data. In all, there are 32 tables describing the systems professional's function and compensation. Member Price: $5.00—List $6.

02 RECORDS MANAGEMENT—A dozen experts offer records management techniques to more efficient paperwork processing and information retrieval systems. This book has help for the sophomore as well as sophisticated systems analysts.
Member Price: $3.00—List $4.50

03 DOCUMENTATION STANDARDS MANUAL FOR COMPUTER SYSTEMS—The 100-page guide develops systems standards for every step of your computer program beginning with the problem definition and preliminary analysis and following step-by-step through system design, user review, operation design, program design, system implementation to post-conversion review and maintenance. Member Price: $4.00—List $5.

04 MANAGEMENT SCIENCE AND SYSTEMS—Eleven well-known authors bring the field of management science into the perspective of systems management and relate the two in their common objectives. Member Price: $3.00—List $4.50.

05 AUDITING FOR SYSTEMS IMPROVEMENT—This book frankly confronts the obstacles to effective systems analysis, overcoming resistance to change, job enrichment, and human factors in management systems, and shows techniques for overcoming them through an effective program. Member Price: $3.00—List $4.50.

06 PERFORMANCE OBJECTIVES FOR SYSTEMS MEN—This book sets forth the latest thinking on the dynamic concept of managing by objectives and demonstrates how managerial efficiency can be increased by following logical techniques.
Member Price: $3.00—List $3.50.

07 GUIDELINES FOR ORGANIZING A WORK MEASUREMENT PROGRAM—An up-date of current work measurement practices and a "Work Measurement Checklist" designed to guide the planning, implementation and operation of a work measurement program. Member Price: $2.00—List $2.50.

08 FORMS DESIGN AND CONTROL—Each article has been carefully selected to provide a complete review of forms design today and what changes lie on the horizon. Member Price: $2.00—List $2.50.

09 MANAGEMENT INFORMATION SYSTEMS—Designed to update the systems professional with articles carefully selected to provide a complete overview of the state-of-the-art in MIS today.
Member Price: $2.00—List $2.50.

IDEAS FOR MANAGEMENT SERIES

The published proceedings of ASM's Annual Conference. Included are time-tested ideas for cost reduction and improved business operation in management areas of manual and automated methods, budgets, productivity, data processing, inventory control, forms design and control, and operations research.

10 1975—Detroit ..... Member Price $8.50—List $12.
11 1974—Dallas ..... Member Price $8.50—List $12.
12 1973—Denver ..... Member Price $8.50—List $12.
13 1971—Chicago ..... Member Price $7.00—List $10.
14 1970—Las Vegas ..... Member Price $7.00—List $10.
15 1969—New York ..... Member Price $7.00—List $10.
16 1968—St. Louis ..... Member Price $7.00—List $10.
17 Package offer of 7 above volumes of *Ideas for Management*
Member Price $35.00—List $50.